



U.S. Department of Housing and Urban Development
Office of Multifamily Housing Programs



Connecting to Success

Neighborhood Networks Asset Mapping Guide

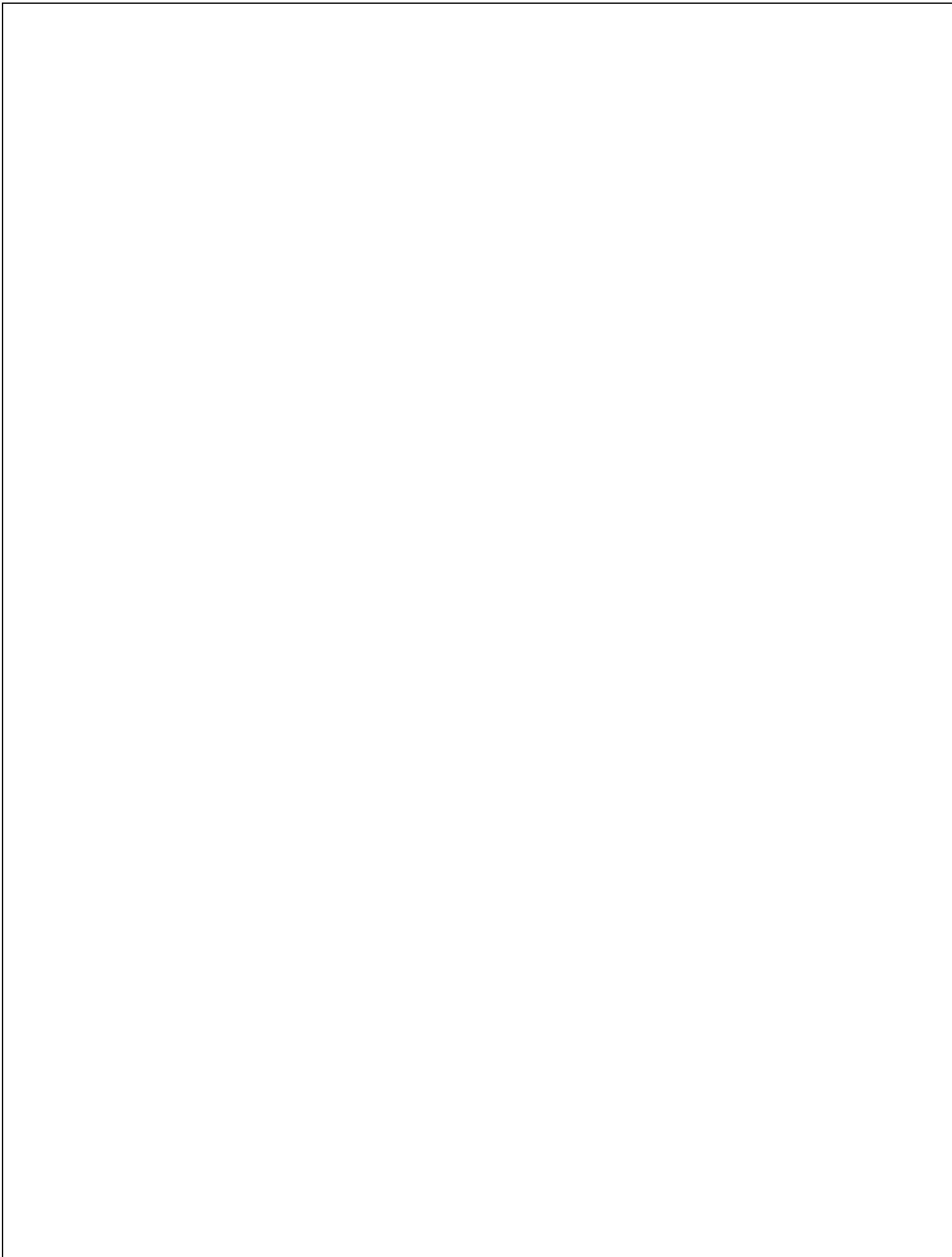


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Introduction

Purpose of this document

This guide is designed to help Neighborhood Networks center staff conduct community asset identification, better known as asset mapping. Neighborhood Networks stakeholders must create collaborative opportunities that can help sustain their centers and further assist residents in attaining their goals of self-sufficiency. The first step towards meeting these goals is identifying valuable assets within the community. Asset mapping creates a comprehensive list of community resources that can provide programs and services to residents and a base of support and partnership for Neighborhood Networks centers.

This guide should be used in conjunction with the Web site creation tool to create Word or PowerPoint documents of the center's asset mapping results to upload onto a customized Web page. By posting the results to their center Web site, center staff can create a virtual one-stop-shop for center users to conveniently locate community resources. These resources may include job training programs, educational institutions and services, health and mental health providers, and other family services. The information gathered from using this guide can also be used to update the **Community Resources Section** of the center's Strategic Tracking and Reporting Tool (START) business plan.

Understanding asset mapping

Asset mapping is an inventory of the businesses, organizations, and institutions that help create a community. The asset mapping process identifies local resources that have the potential to provide programs, services, funds, or in-kind gifts to a center. By strategically locating the social, material, and financial assets in a community, a center discovers a local network of resources to target when seeking a broader base of support and partnership.

Understanding community assets

A community asset is a quality, person, or thing that is an advantage, a resource, or an item of value to an organization or community.

There are three levels of assets:

- **Level 1** – Gifts, skills, and capacities of the individuals living in the community.
- **Level 2** – Citizens' organizations/networks through which local people pursue common goals.
- **Level 3** – Institutions present in the community, such as local government, hospitals, education, and human service agencies.

The chart below further classifies the three asset levels into six types: individual, institutional, organizational, governmental, physical/land, and cultural. Within each type is a list of resources available in most communities.

Community Asset Chart

Individual	Institutional	Governmental
Skills Talents Experiences Professional Personal Resources Leadership Networks	Churches Colleges and universities Elderly care facilities Police/Fire department Hospitals and clinics Mental health facilities Libraries Schools Transportation	State/City/Local government Federal government agencies Bureau of Land Management Economic development Military facilities Small Business Administration State education agency Telecommunications
Organizational	Physical/Land	Culture
Small and large businesses Citizen groups/Clubs Community centers Home-based enterprises Radio/TV stations Nonprofit organizations	Utility companies Parks and recreational facilities Real estate agencies Waste management facilities Chamber of Commerce	Historic/Arts council groups Council for cultural affairs Tourism City council Museums

Who is Involved?

All Neighborhood Networks center stakeholders should be invited to participate in the asset mapping process, including property managers and owners, center staff, HUD staff, volunteers, partners, residents, and funders. Center stakeholders are the “first line” of community assets.

The Asset Mapping Process

For Neighborhood Networks, there are five basic phases for conducting asset mapping. The phases of asset mapping are:

- ✓ Phase One: Determining residents’ needs and current resources
- ✓ Phase Two: Searching your center’s community
- ✓ Phase Three: Identifying potential resources
- ✓ Phase Four: Verifying asset mapping results
- ✓ Phase Five: Adding asset mapping results to the Web page

The following section will provide step-by-step instructions to assist center stakeholders in creating a list of community assets.

Asset Mapping Instructions

Phase One: Determining residents' needs and current resources

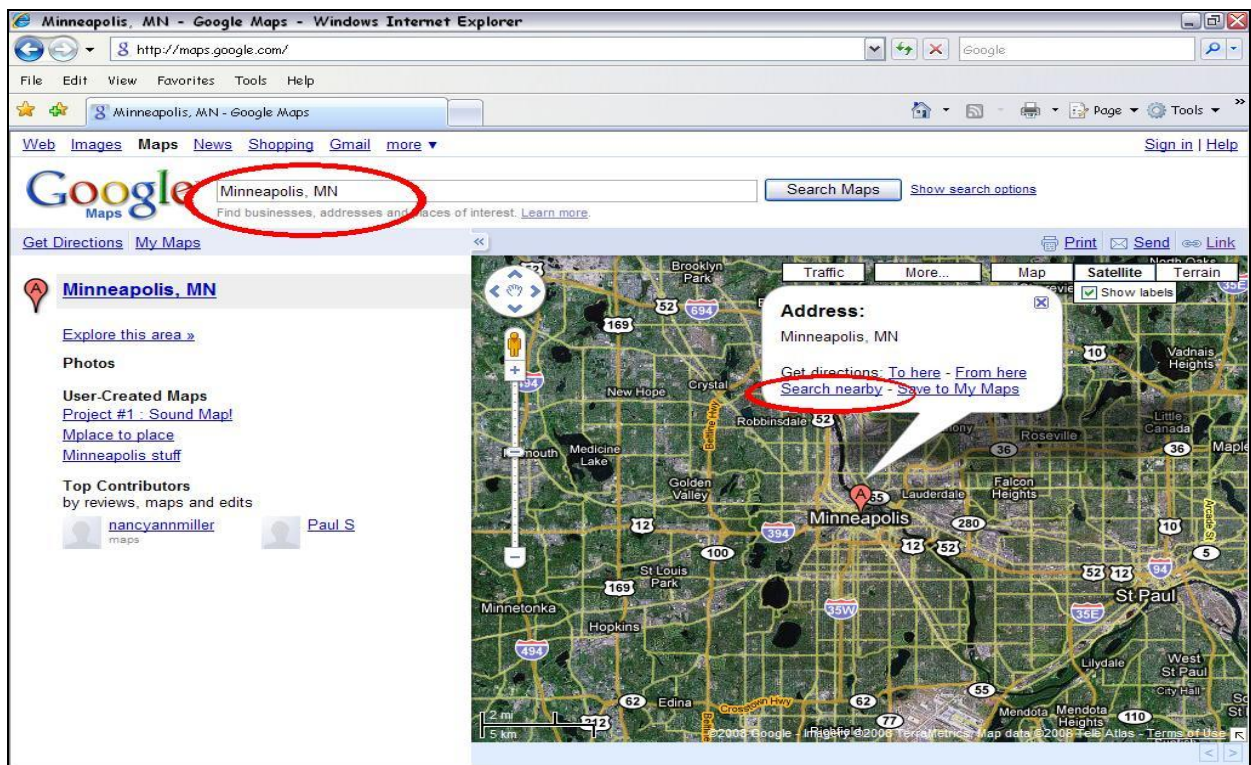
Involving residents from the beginning will ensure a productive partnership between the center and the resource. Center staff can determine a resource's usefulness by seeking the input of center users. All services provided at a Neighborhood Networks center should be based on its residents' needs.

1. Conduct resident need assessments and focus groups with center users to gain participant feedback on potential resources.
2. Gather all assessment results and review with center stakeholders.
3. Narrow the list of relevant assets based on resident input.
4. Categorize the final list using the Community Asset chart (page 4).

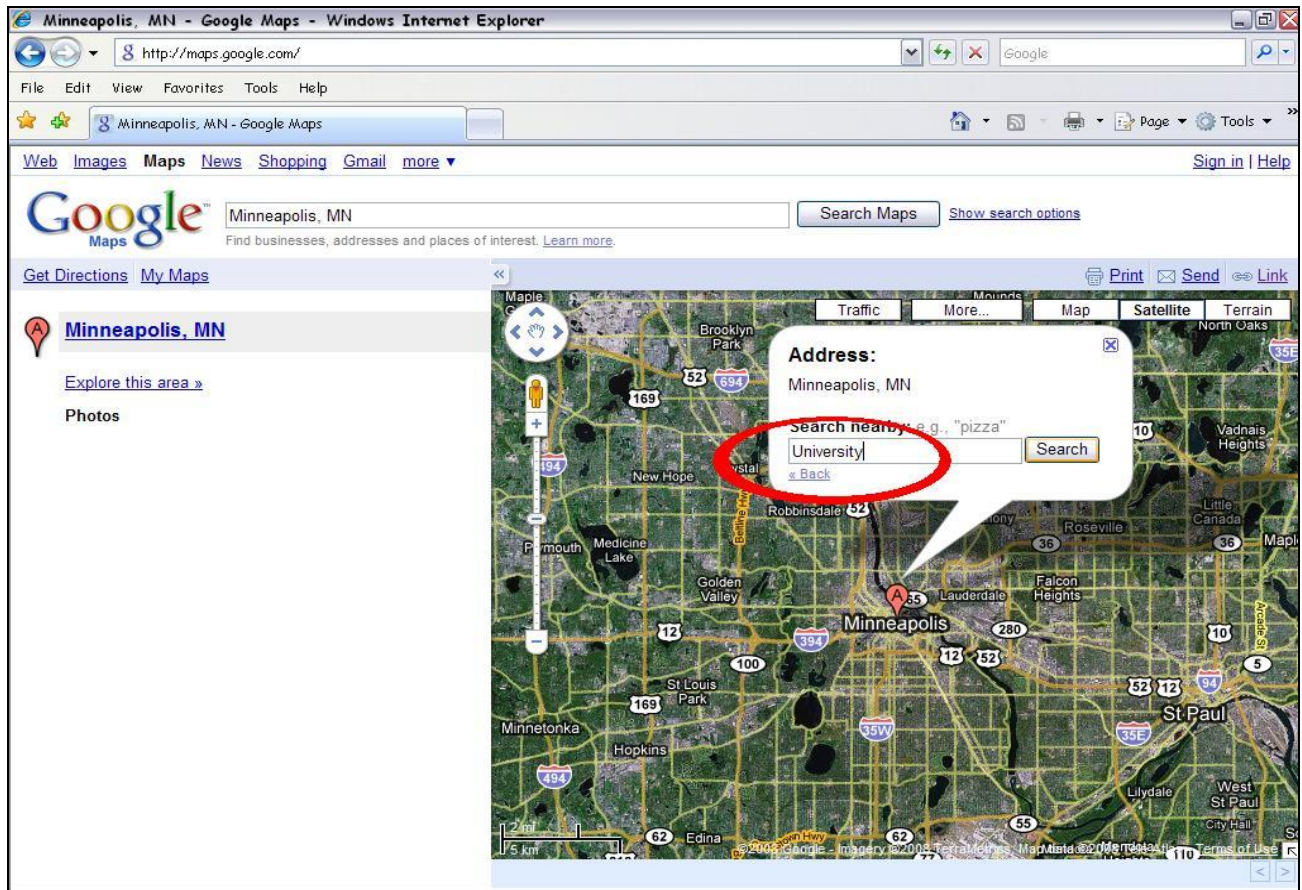
Phase Two: Searching your center's community

Using the six types of assets listed on page 4, the center staff can identify and list the resources available within their community. The following are instructions for using a Web-based search engine to conduct local asset mapping:

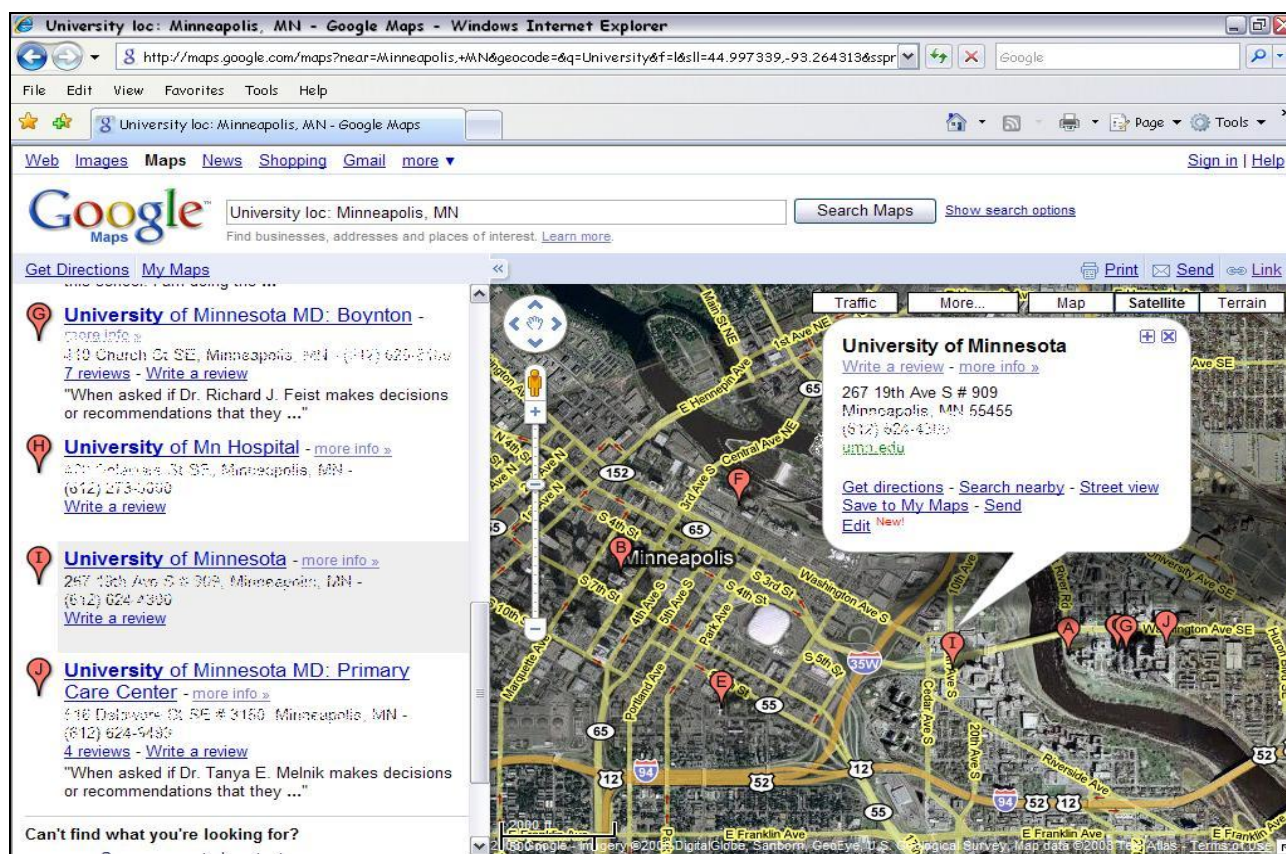
5. Start asset mapping by using a Web-based search engine, such as www.google.com.
6. On the top of the page, click Maps to open the mapping application in the Web browser.
7. Type in the center's city and state location in the search field.
8. Click the "Search Maps" button to the right of the search box.
9. Once the location is pinpointed on the map; click the link labeled "Search nearby."



10. In the “Search nearby” field, enter a key word related to a potential resource, such as: university; career center; organization; library; foundation; college; community; workforce; employment; or education. Also, try searching for specific resources such as: The University of Minnesota; the one-stop career center; or the Minneapolis Police Department.



Below, Google shows results from searching universities located in Minneapolis, Minnesota:



Phase Three: Identifying potential resources

After identifying potential resources, center staff should determine whether the services provided by each resource are available to Neighborhood Networks center users.

11. Before contacting the resource, confirm whether the resource's vision, mission, goals, and objectives match the center's (often located in About Us section on the resource's Web site).

While identifying assets, consider the following questions before making initial contact. This will help with initial conversations:

- Do residents and community members frequently use resources from this business/organization?
- Are there partnership activities with the organization?
- Is there consistent communication with the organization?
- Has the center received funding from the organization?
- Who are the organization's key members and is there a relationship with any of them?
- Do the organization's mission, goals, and objectives mirror those of the center?

Phase Four: Verifying asset mapping results

The information provided on your center's customized one-stop-shop Web page can/will help residents and center participants achieve self-sufficiency. Therefore, it is important to verify the information provided on your search results.

12. Once resources have been identified, call the resource to determine the correct contact information for residents and community members.

13. Document the information provided. Contact information should include:

- Business/Organization name and a description of services provided.
- Address.
- Phone number.
- Fax number.
- Web site.
- Contact name and title.
- Direct contact's phone number.
- Direct contact's e-mail address.

14. Remember to list the contact information for individual services, instead of the contact for the person that provides partnership information. Contact information for persons responsible for providing information and services to individuals may differ from the organization's main number or the center partner's contact information.

Phase Five: Add asset mapping results to the Web page

After verifying all asset mapping information, compile a list of the resources and create Word or PowerPoint documents using the asset mapping results to be uploaded to the center's Web site. This will help the center accomplish two interrelated goals:

- Posting useful resources to the center's Web site will reinforce the message that the center is a good source for important information.
- Increasing the number of return users who will help promote the center through word-of-mouth, which is one of the best marketing methods available. In addition, centers should update their START business plans with the new resource information. Resource updates can be made to the section titled **Beginning the START Process** and within the **Identify Community Resource** subsection.

Please refer to the Web site creation tool instructions for detailed information on creating your customized one-stop-shop Web page and uploading asset mapping results. The instructions are located on the Neighborhood Networks Web site at

<http://www.hud.gov/offices/hsg/mfh/nnw/resourcesforcenters/websitecreationtool.pdf>.

Note: When creating a Neighborhood Networks center Web site, consider adding links for center users to browse and obtain information. Links to the local newspaper, public libraries, local chambers of commerce, one-stop career centers, Temporary Assistance to Needy Families (TANF) agencies, and Goodwill are good places to start.

In addition to the Web site address, location and contact information for the resource organizations should be included whenever possible. For example, postings for the local fire department, hospitals, and clinics should include an address, phone number, and e-mail address. In other cases where the resource organization provides a direct service on their Web site (such as resume writing tips, job search techniques, employment assessments, and interview strategies, etc.), local contact information may not be necessary. An example of this type of a resource would be the U.S. Department of Labor. For these types of resources, just adding the organization's link to the center's Web site is sufficient to allow center users to access the resource's specific services.

Remember to add a link to the national Neighborhood Networks Web site--
www.neighborhoodnetworks.org!

Conclusion

Value can be found in every community. Asset mapping effectively helps an organization discover the value of and build upon the strengths of its community's assets. Understanding that community value constantly changes, asset mapping is an ongoing process. Neighborhood Networks center stakeholders should assess their communities by conducting the exercise annually. This will ensure constant community awareness, and help centers develop and maintain long-lasting relationships and fulfill their goals.

APPENDICES: Asset Mapping References and Tools

Appendix A: Frequently visited Web sites

When creating a Neighborhood Networks center Web page, add links of other organizations such as the local newspaper, public libraries, local chambers of commerce, and the Neighborhood Networks Web site, so center users can browse and obtain information. Other community assets, such as the local fire department, hospitals, and clinics can also be added to the Web page.

Community resources can provide direct services such as resume writing tips, job search techniques, employment assessments, and interview strategies. Adding these links to the center's Web page allows easy access to the resource's Web site and specific services. Below is a list of resources that provide direct services, including several Neighborhood Networks national partners.

Name	Description	Link
WORKFORCE DEVELOPMENT SERVICES		
CareerBuilder	Assists with job searches and careers, and provides national salary averages for comparing similar job salaries within local regions.	http://www.careerbuilder.com
CareerOneStop	Provides tools to help job seekers, students, businesses, and career professionals.	http://www.careeronestop.org
Department of Labor	Promotes the welfare of job seekers, wage earners, and retirees of the United States federal government by improving their working conditions; advancing their opportunities for profitable employment; protecting their retirement and healthcare benefits; helping employers find workers; strengthening free collective bargaining; and tracking changes in employment, prices, and other national economic measurements.	http://www.dol.gov
Monster Jobs	Assists with job searches and careers.	http://www.monster.com
EDUCATION		
Educate Online (National Partner)	Provides online tutoring to centers located in Title I school districts. Participating youth will receive complimentary Dell Computers for online tutoring sessions.	http://www.educate-online.com
Scholarships	Assists students with finding scholarships for college.	http://www.scholarships.com
Find the Right Schools	Helps those interested find the right college.	http://www.findtherightschool.com
Learn That	A comprehensive directory of educational resources, this Web site includes free online computer courses and other Web-based trainings.	http://www.learnthat.com

SENIOR SERVICES		
Eldercare	Provides links to agencies on aging, caregivers, and community-based organizations that serve older adults.	http://www.eldercare.gov
Senior Services	Provides information on caregiver connections, meals-on-wheels, and senior centers.	http://www.seniorservices.org
YOUTH PROGRAMS		
4-H	Helps young people across America develop leadership, citizenship, and life skills, while promoting community involvement and focusing on science, engineering, and technology.	http://www.4-H.org
Boys and Girls Club of America	Offers recreational services and programs in education, health, the arts, careers, alcohol/drug leadership development, and athletics.	http://www.bgca.org
YouthBuild	Allows young people ages 16-24 to work toward their GED or high school diploma, learn job skills, and serve their communities by building affordable housing, while transforming their own lives.	http://www.youthbuild.org
FINANCES		
Internal Revenue Service (National Partner)	Collaborates with Neighborhood Networks centers to establish Volunteer Income Tax Assistance (VITA) sites that provide free tax preparation for residents.	http://www.irs.gov/
Solutions for Progress (National Partner)	Assists low- and middle-income families with obtaining public benefits.	http://solutionsforprogress.com
Operation HOPE (National Partner)	Champions the cause of financial literacy in disadvantaged communities nationwide and throughout the world.	http://www.operationhope.org
Consumer Information	A “one-stop” link to a broad range of federal information resources designed to help consumers locate information by category, such as food, health, product safety, finances, and transportation.	http://www.consumer.gov/
Mind Your Finances	Provides financial advice on cash flow management, budgeting, and creditworthiness.	http://www.mindyourfinances.com/
MoneySmart	Provides consumer information and financial literacy education. MoneySmart is found under consumer resources.	http://www.fdic.gov
Jump\$tart Coalition	Offers financial literacy education to youth by helping them obtain basic money management skills.	http://www.jumpstartcoalition.org
HEALTH RESOURCES		
FamiliesUSA	Provides information and resources to help ensure high-quality and affordable healthcare for all Americans.	http://www.familiesusa.org
Food And Nutrition Services	Provides information on food and nutrition programs and services, such as Women, Infants and Children (WIC).	http://www.fns.usda.gov
Red Cross	Provides information on blood donation, health, and community information.	http://www.redcross.org

National Network of Libraries of Medicine	Provides access to health information on MedlinePlus.gov, a free consumer health information Web site from the National Library of Medicine.	http://www.nlm.nih.gov
WebMD	Provides information on men's, women's, and children's health.	http://www.webmd.com

Appendix B: Conventional search engines

Below are some conventional tools to use when identifying resources.

- A. Libraries and town halls** maintain directories and local business listings. Library staff can also provide assistance with research.
- B. The local newspaper** reports on daily events and highlights the community services offered by individuals, local businesses, and organizations.
- C. Bulletin boards** advertise events sponsored by local businesses and organizations and promote their services. Standard bulletin boards can be found at local libraries, post offices, colleges, and universities. Electronic bulletin boards (also known as message boards or computer forums) are online communication systems where information on just about any topic can be shared, requested, or discussed. Examples: Blog sites such as Twitter, Facebook, Google Groups, and the Neighborhood Networks Message Board.
- D. Business directories** with specialized listings, such as the minority-owned business directory, women-owned business directory, and specific community/neighborhood directories can be found at the local library and in community newspapers.
- E. Organizations with similar missions** to Neighborhood Networks centers may offer information about other groups, organizations, and community assets that is not ordinarily publicized.
- F. Friends and colleagues** may be an overlooked source of information about other potential resources that could be beneficial to centers.

Appendix C: Data collection resources

U.S. Census Bureau: 2000 Data

1. Go to "factfinder.census.gov" and click the button "Data Sets" in the left hand menu. Bookmark this page. Or go to <http://factfinder.census.gov/home/saff/main.html?lang=en> (and click on fact sheet and then enter the city and state in which the center is located).
2. The radio button in the box is already selected for "Census 2000 Summary File 1 (SF 1) 100-Percent Data." Go to the right hand menu titled "Select from the Following Options," and select "Quick Tables." Quick Tables are predefined tables with frequently requested information for a single geographic area. Using Quick Tables, center staff can choose to obtain census data for their region, their state, their county, or even their zip code.
3. Start by looking for the first dropdown list under "Select a Geographic Type." From this list select the very last entry, "5-Digit ZIP Code Tabulation Area" (ZCTA). A new dropdown list will appear, "Select a 3-Digit ZIP Code Tabulation Area".
4. In the new dropdown list, select the first 3 digits of the zip code for the center. All 5-digit zip codes that match this will be listed. Click the correct zip code, and then click on the ADD button below. The selection appears in the box below titled, "Current Geography Selections." Other geographic selections may be added to group results, such as state, county, or additional zip codes.

For Example: Select the 3-Digit Zip Code Tabulation Area for "178." All zip codes beginning with 178 will appear below in the geographic areas box. Highlight 17815 (by clicking on it), and then click on the "ADD" button.

5. Click on the button "NEXT" to obtain the census data for the designated area. This will create a new page showing a list of all pages. Use the first table, "DP-1. Profile of General Demographic Characteristics: 2000." Select it by highlighting. Click "ADD," then click "SHOW RESULT."

The results will provide all census data for a selected geographic area. In a final step, print or download the results by clicking on "Print/Download" in the blue menu bar at the top of the page. The results can be downloaded in Rich Text Format (RTF) or Microsoft Excel format.

U.S. Bureau of Labor Statistics

The Bureau of Labor provides statistics on employment, unemployment, and other labor market information, which can be helpful when designing resident programs.

1. Go to www.bls.gov, the Bureau of Labor Statistics home page.
2. Select the "Subject Area" table located across the top of the screen, scroll to the bottom of the page and select the designated region.
3. You can also browse "Overview of BLS Statistics by Geography" at www.bls.gov/bls/geography.htm.

4. In the new dropdown list, select the first 3 digits of the zip code for the center. All 5-digit zip codes that match this will be listed. Click the correct zip code, and then click on the ADD button below. The selection appears in the box below titled, "Current Geography Selections." Other geographic selections may be added to group results, such as state, county, or additional zip codes.

America's Service Locator and Career One Stop

Use America's Service Locator and the Career One Stop Web site to view the labor market, trends, and projections for in-demand and fast-growing occupations. This information can help center staff determine what training to offer residents and which partnerships to pursue.

Using the Service Locator to get to the State Gateway:

The State Gateway provides information on the state level and has useful information on a broad range of resources.

1. Go to maps.servicelocator.org/portal and select your state. This will provide a resource map with pins indicating nearby resources such as literacy programs, job corps centers, Native American programs, and Neighborhood Networks centers.
2. Use the zoom and the pin features to develop your map.
3. Use "GET MAP" to retrieve new pins.
4. Below the map you may search by zip code.

Using the Service Locator to get to the Local One-Stop:

The Service Locator also provides detailed information about local one-stop career centers simply by inputting zip code information. Managed by the U.S. Department of Labor, one-stop career centers offer a range of workforce development resources in one location for jobseekers and businesses. The centers can be found in each state and most times in local communities. The one-stops offer job training referrals, career counseling, and job listings. The centers even allow businesses to conduct specialized trainings at the facilities.

1. To learn about the local one-stop for your geographic area of interest, go to www.servicelocator.org. (You can also just go directly to http://www.servicelocator.org/partners/DataEntry.asp?store_type=Neighborhood+Networks+Centers and enter the Neighborhood Networks center zip code.)
2. Search by zip code or state and/or mile radius.
3. Select a service type and click the "SEARCH" button. A listing of available one-stop career centers will appear.
4. You must click on "DETAILED INFO" for a listing of the resources available at that one-stop career center and to gain access to the one-stop career center's local Web site.

Appendix D: Other community asset mapping guides and publications

Below are electronic asset mapping tools, guides and publications.

Illuminate – Asset Mapping Roadmap

http://www.compete.org/images/uploads/File/PDF%20Files/CoC_Illuminate_2008.pdf

The U.S. Department of Labor's Employment and Training Administration (ETA) offers this asset mapping "roadmap" to provide guidance to regions seeking to strengthen their competitive position in the global economy. This guidebook is designed to help regional leaders understand the theory and practice of asset mapping so that they can make a decision about the level of asset mapping that is appropriate for their region, and provides an easy-to-use guide for implementation.

Discovering Community Power

<http://www.sesp.northwestern.edu/images/kelloggabcd.pdf>

The Asset-Based Community Development (ABCD) Institute, funded by the W.K. Kellogg Foundation, offers "Discovering Community Power: A Guide to Mobilizing Local Assets and Your Organization's Capacity." This book describes an asset-based approach to writing grant proposals that strengthen organizational and community capacity. It includes a list of tools for connecting projects and organizations to community assets. The W.K. Kellogg Foundation also provides grants and is very interested in proposals that both improve the community and strengthen the applicant organization. The Foundation's experience indicates that proposals that connect with and engage a wide range of community resources are more effective than those that involve only the staff of the lead organization. The Foundation is also convinced that nonprofit organizations are much more powerful community actors when they are not exclusively focused on needs, problems, and deficiencies but are effectively connected to the resources, or assets, of the local community.

Mapping the Assets of Your Community

http://srdc.msstate.edu/publications/227/227_asset_mapping.pdf

Mississippi State University's Southern Rural Development Center created a guide to help rural communities assess their needs and then identify community resources available to build capacity and meet those needs.